

**Meeting of School of Business Council**  
**Wednesday, January 16, 2019**  
**4:00 – 6:10 p.m.**  
**Room 7-284, City Centre Campus**  
**MINUTES**

**1.0 Call to Order**

The Chair, Dr. Wanda M. Costen, called the meeting to order at 4:00 p.m., as quorum of 22 was met and exceeded.

The Dean announced that N. Ouedraogo would have to leave to go teach so L. Benson, who is a member of Executive, was asked to serve in his capacity until the end of the meeting.

T. Kachmar introduced Vivian Liew, MacEwan BCom International Business graduate with administrative experience, who replaced Claire Silke.

**2.0 Indigenous Ceremony**

As is always done at these meetings, the Dean read the official land recognition statement as follows: We acknowledge that the land on which we gather in Treaty Six Territory is the traditional gathering place for many Indigenous people. We honour and respect the history, languages, ceremonies and culture of the First Nations, Metis and Inuit who call this territory home. The first people's connection to the land teaches us about our inherent responsibility to protect and respect Mother Earth. With this land acknowledgement, we honour the ancestors and children who have been buried here, the missing and murdered Indigenous women and men and the ongoing collective healing for all human beings. We are reminded we are all treaty people and the responsibility we have to one another.

The Dean made a presentation of protocol to R. Tootoosis, MacEwan University Indigenous Knowledge Keeper. In response to the Dean's request, R. Tootoosis opened the meeting with an indigenous ceremony.

R. Tootoosis shared that the Interdisciplinary Dialogue Launch event would be happening on January 25<sup>th</sup> at 5 p.m. in the Multipurpose Room. More information and posters will be coming out regarding this.

**3.0 Agendas****3.1 Motion – Approval of Agenda****SOBC-01-2019-01-16****Carried**

**Motion:** It was moved by C. Hancock and seconded by K. Al-Jarrah to approve the agenda as presented.

**3.2 Motion – Approval of Consent Agenda**

3.2.1 Minutes – November 28 meeting of School Council

3.2.2 Executive Committee:

3.2.2.1 Minutes – January 10 meeting of Executive Committee

3.2.3 Faculty Development Committee Report

**SOBC-02-2019-01-16****Carried**

**Motion:** It was moved by K. Al-Jarrah and seconded by L. Benson to approve the consent agenda as presented.

**4.0 Presentations****4.1 Overview of Post-Secondary Learning Act (PSLA) Changes** (Michelle Plouffe, Vice President & General Counsel)

M. Plouffe shared that they wanted to reach out to faculty school councils to engage, in particular with faculty, as it will have a significant impact on governance, on the way we operate, and on faculty's role going forward.

M. Plouffe shared that they have a PLSA Changes working group in place that she chairs. It is composed of AGC members, students, faculty and MSA members that come together and evaluate all operational and governance changes that need to happen to be in compliance with the PLSA. This working group meets every two weeks. M. Plouffe shared that people are coming together and producing really great work around these changes to make sure that they are compliant and moving forward in the best approach possible. The work plan is about 18 pages with detailed deadlines and accountabilities to keep track of the changes.

MacEwan will be established as an "undergraduate university" in Part 1 of the legislation. Currently, the university is in Part 2 which is the part with colleges and technical institutes. M. Plouffe shared that we are a university by name only, so the university has been working with government for years to actually bring us into Part 1 and align us more with the other universities. M. Plouffe advised they are excited to create a true bicameral governance structure. Currently, a lot of things go up to the Board from AGC for final approval, so this is an exciting time as these two are aligned. It will take a bit of a cultural shift at the Board level and the Academic Governance Council level. It is a huge transition.

AGC will become a General Faculties Council which will be a more formalized structure within the legislation for how we govern programming, etc. M. Plouffe explained we will automatically move from an AGC to a GFC on February 1<sup>st</sup>, but it will take time

for us to get there. Priorities are looking at the membership and bylaws, but we need to take time to do this thoughtfully. GFC can approve its own bylaws and there has already been discussions with the Board on what these changes will mean for them. It will mean that some of their authority will be gone and having GFC approve its own programs is a big deal.

The university now has the ability to appoint a chancellor. M. Plouffe shared that they have had a lot of conversations on what benefit a chancellor would bring to the university and what role would a chancellor have, as the university expands on their external relations and government relations mandate. The chancellor will be appointed by the Board of Governors.

M. Plouffe advised that a big part of the work plan is to work backwards to hit up all of the pieces that need to happen first. In order to have a chancellor, they need to have a joint committee and the joint committee is very prescriptive in the legislation. In order to have a joint committee, they need to formulate and formalize an alumni association. Therefore, that is one of our priorities. M. Plouffe advised faculty may see presentations from the alumni office fairly soon to talk about the alumni association charter and membership. In the legislation, the President becomes the vice-chancellor. M. Plouffe shared that they do not quite know what the role is going to look like, but they have examples across Canada that shows us what that role could be. There are so many opportunities for faculties/schools to engage a chancellor. For the School of Business with all the connections within the community, it would be very positive to have someone appointed to assist in that regard.

Membership of the Board of Governors will be expanded to include another student, another faculty appointed by the GFC (not appointed by the Faculty Association), Chancellor (if appointed), two alumni (if an alumni association is created), and a possibility of additional members appointed by the Lieutenant Governor in Council on recommendation of the Minister.

The university is to formally establish a Deans' Council, and faculty and school councils. In order to examine what this provision looks like, and what faculty school councils will look like under the legislation, AGC has approved a request by the Provost to conduct a review of AGC standing committees and that includes faculty school councils. That work has begun so some may have met with the consultant already. M. Plouffe advised that they anticipate they will have the draft report in hand by mid-February and that will go to GFC around March. It is a very quick turnaround to examine how the standing committees of AGC would change with roles and responsibilities, but there will be more to come on that.

The move to a General Faculties Council will give general authority over student affairs to the General Faculties Council. Currently, the Board is responsible for non-academic pieces of student issues and GFC/AGC is taking over the academic pieces. This will be a huge shift to move all of these elements over to the GFC. The General Faculties Council may establish a council on student affairs. The Board will have the ability to hear appeals on student discipline matters. L. Wells will share more about the discipline and appeal process as there is a massive amount of changes on what that looks like. M. Plouffe shared that the university policies and procedures in this area are out of date. Any individuals hearing student disciplinary matters are likely struggling with how to fit that in and therefore, this needs to move forward. M. Plouffe shared that L. Wells is contemplating the current process of appeals to the Board. The clear process that L. Wells is bringing forward is that Chairs have responsibility and appeals can be heard by the Deans and if necessary, it can go up. However, the vast majority of matters should be dealt within the School.

The University has the authority to grant honorary degrees up to and including doctorate degrees. The legislation received Royal Assent on December 11, 2018 so the change will happen on February 1, 2019. The AGC will continue as a GFC until all changes can be implemented. M. Plouffe shared that they plan to be up and running for September 1, 2019 more fully with the proper membership and committees.

There are interesting provisions on the mandate within the legislation that says the university must collaborate with other institutions. M. Plouffe advised that they are waiting for more clarification on that. M. Plouffe advised that they have wiped out "Applied Degree" so there are two issues. One is phasing out, one is still live and not knowing what that exactly means.

There will be substantial policy changes required to implement PSLA changes over the next few months. There have already been some minor changes made such as simply changing AGC to GFC. Everything other than a simple name change in the policy framework is called a comprehensive change. Those will all be posted online for 20 business days in the normal course, but there will not be a big wide-ranging consultation on some of the changes. M. Plouffe advised they will do the online consultation and will post in MacEwan Communications to say these are coming and encouraged faculty to share their feedback on the policy changes. The university will look at what is needed for a chancellor, policy changes around alumni, and there will be massive changes on the student non-academic conduct, appeals and code of conduct. GFC bylaws will take more time as it will be a big change.

#### **Questions and Comments from Members of Council:**

*T. Huckell asked about whether appeals to the Board will be regarding at academic discipline or non-academic discipline, and if it could encompass both.* M. Plouffe advised it just says "discipline", so it could encompass both. M. Plouffe advised that the Board could hear more fully process appeals. However, a student that has been caught cheating four times should not be going to the Board. Therefore, it is important to draft, not to prevent the Board's feedback as it is important, but what makes sense to actually go to the Board.

*T. Huckell inquired if there was any provision for a Senate.* M. Plouffe advised that the university is not getting a Senate and it was not something that they wanted after discussion in the early days with many proposals and briefing notes going to the government.

*E. Bocatto inquired about the difference between true bicameral and bicameral. E. Bocatto also inquired where the academic matters stop, and the management starts as there will be different interpretations and who will decide where the responsibilities*

*fall?* M. Plouffe advised that it is something they need to work out. Some of the areas are very clear like -- the Board will approve the budget. M. Plouffe advised it is how we will work together and for some of those, it will be a bit grey for a little while. M. Plouffe advised that they work closely with the University Governance Office to keep track of all the pieces but advised there will probably be more duplication in terms of membership. There will be a lot more crossover, but M. Plouffe shared that what she believes will be a bigger change is not what the legislation says, but how we will change how we do things. There has been a bit of a culture where AGC has turned to the Provost and President to ensure things are acceptable and that is gone. M. Plouffe said faculty must take that authority. That means clarifying terms of reference for committees and faculty school councils to give faculty that authority. M. Plouffe advised that faculty needs to change and take that authority. M. Plouffe advised that if it does not have a clear role for the Board or Executive to have a say, do not ask, and do it. When one looks at how the AGC committees operate, some of them are unsuccessful, like APPC. M. Plouffe shared that we have new leadership, and new authority in the Act and faculty have to grab that. There is a bit of a cultural shift and the Provost and President are supportive of this shift. Where it really matters in terms of faculty, students and programming, put it where it belongs. To look at any of the minutes of the Board meetings where there has been a proposal to go forward for a new program, the conversation takes about a minute.

*B. Gold inquired if there is any possibility a new provincial government could change anything.* M. Plouffe advised she would be shocked if they unwound it and advised that she is not aware of anything.

*E. Muralidharan inquired if there would be changes to the funding structure from the government.* M. Plouffe advised that there would be changes, and that they are anticipating with the election, no matter which government comes in, the university will not see the current funding model. The funding structure will not necessarily change. Student feedback and position on tuition is critical.

*F. Saccucci advised that culture shifts tend to take time, but as an Executive these changes do not happen unless it stems from the Executives to encourage this shift as it has been done a certain way for some time.* M. Plouffe advised that she believes they are all on the same page. The President is a very strong academic and there is a massive shift there. The Provost Pro Tempore is taking a very solid role on AGC/GFC and participating in all of those committees. This is not at all to criticize past administration, but it is just a very different focus. C. Monk is a very strong faculty supporter and strong academic like our President and we are sitting side by side thinking this is a great change, so it is coming from leadership.

*The Dean shared that as a new Dean, and someone who sits on Dean's Council and can engage with the Provost on a very regular basis, that the leadership in this School is very academically oriented. We are academics making decisions about academic matters. The President is an academic. We are faculty. The Dean shared that she is faculty member within the Department of Organizational Behaviour, Human Resource Management, Management. The Dean advised they take those roles very seriously even though they happen to be leaders and have administrative leadership responsibilities.*

M. Plouffe advised that there will now be two faculty positions on the Board of Governors. One will be appointed by the Faculty Association and the other will be appointed by the General Faculties Council. The key is to have more academic presence at the Board level. M. Plouffe advised that she believes there should be another MSA member. The Provost will be a stronger presence at the Board table.

## 5.0 Search Committee/Appointment of Academic Staff Process (W. Costen)

The Dean shared that the School of Business currently has eight faculty positions live. The Dean shared that the School is approved for ten, but they are starting with the eight. Two of those are Department Chair positions and once the Department Chair candidates are ready for on-campus interviews is when the next two positions will be launched. The Dean shared that they went through a very rigorous process on the Academic Leadership Team which is the Department Chairs, the two Associate Deans and the Dean to identify which positions they need. The Dean shared that the School will not have a surplus will use the monies to hire faculty needed. The Dean shared that they knew before they were asked how many positions they would need and ranked ordered them.

The Dean shared that a matrix was created which is essentially an excel spreadsheet. The committee sits down to look at what the minimum requirements are and what the preferred requirements for the position are. Each position is slightly different. The Dean shared they have a template now for announcements which will probably be edited next year. The bulk of announcements are the same and the middle part changes as to which position it is for as those core requirements change. Those requirements then drive what is evaluated for all of the applicants.

At this stage, the committee gets together and looks at the areas they want to evaluate and how they want to rank them. The preferred are required and if the individual does not have the top three requirements, they are out. The Dean advised that they are looking for Type 1 faculty, preferably a Ph.D. or ABD by a certain time. Applicants must have some evidence that they have post-secondary teaching experience. Applicants must have some evidence that there is a research record. If the applicants do not have any of that, they are out. The next part is the preferred and this is where the committee decides the things they want to evaluate. Many of them are consistent and one has always been "demonstrated excellence in teaching". It has always to date been the highest rated. It has typically received 25 – 30 points. This is important because we are a teaching-oriented institution and that is not going to change. Another item that has been on all of them is a demonstrated record of research. That can range from 10 – 25 points in the ones received so far.

The Dean shared that they typically have something called "engagement with industry" and in some positions, such as Insurance, that has been heavily weighted. They want to have someone that has really good connections with industry. They have typically added something like "professional experience", particularly in Legal. They have been very clear about what kind of experience

they want that to be. They want faculty that have done what they teach and happen to have the academic credential. We have had some people say, “student engagement is important in all its varieties”. What does that look like and how do they work with students? We have at least one that talked about communication skills both written and oral. How do they communicate? How do they engage? Once the committee decides on the things they want to evaluate, they then determine the ranking. All of it must equal 100 points.

The next step is each individual faculty member by him or her self logs into the Google Drive and rates, with no other guidance, every single applicant. Each committee member’s matrix/spreadsheet is then sent to the department administrative assistant who then compiles those to create an average. The Dean shared that every time she has been on a committee, there is natural breakpoints whether that be 80 or 85. The committee will meet with the composite matrix and decide from what breakpoint up they will interview. The committee will then do Skype interviews with that group.

This is a numeric determination and the reason it is good is that if someone has a complaint about why they were not considered, there is documented numeric evidence of where they stood in the whole complement of requirements. After the Skype interviews, the committee will meet again and shortlist. They will always endeavour to bring three people to campus and at that stage, you now become critical. We must remember that while we are interviewing them, they are interviewing us. We want them to come here so we must ensure they have a good experience when they are here and show them why they want to be here.

When the individual comes, that also has a process. We try to bring them in the night before the interview, hopefully before 4 p.m. which has sometimes been a challenge. At 6 p.m., we try to have a dinner with the committee members and the candidate. This is a relaxed dinner and not an interview. The Dean advised she would not be attending that.

The next morning, every candidate starts with breakfast with the Associate Deans. What happens next, depends on the timing. Since we are a teaching institution, they will not do a teaching presentation, but teach in front of a group of students. The committee will have also decided which course they would like to see the person teach. That becomes critical. We then contact those faculty and find out what the topic of discussion is that day and that is what the candidate will have to teach. The committee will receive feedback from the students on the quality of that experience. The committee members, if it is available to them, will be in the room for the assessments as well.

They will do a research presentation which will be open to the entire School. It may be a paper, research in progress or a presentation on their entire research stream. They will also have a luncheon with their potential department colleagues. The School will pay for luncheon and it will be held in the department space. The goal is for each member of the department, if they can, to engage with the candidate, keeping in mind they also need to eat. It is really for the department to find out if this the person they would like as a colleague. Everybody in that department is invited to that.

There will also be a two-hour interview with the committee which is where the committee will do the vetting and ask any questions they have. They will also have a tour through MacEwan with a student. The committee will identify the student. The candidate will tour the university with the student, so they get an idea of who we are, what we do and what our space looks like. The last thing they will do in the day is 30 minutes with the Dean. That is what every single candidate that comes to campus will experience.

After all of that, the committee will meet again for the final time and they will do two things: identify the best candidate and rank order candidates. The Dean will ask if there is one candidate who is unacceptable. It is the committees’ right to say they believe only two are acceptable. A rank order is what goes to the Provost along with the rationale.

There is a slight change for the Department Chair candidates, who will do a presentation to the departments. The entire School will be invited, and the candidate will talk about their vision and strategy for the department, much like was done for the internal process. They will have the same experience, but they will also do that presentation. Given the timing, they will probably not do a research presentation. The department luncheon can be used to ask those sorts of questions. It is far more important that we see their vision and strategy for the department than seeing their research. The requirements for research for the Chairs are much higher than they would be for an Assistant Professor.

The Dean advised that she wanted to let faculty know what they are agreeing to in the case they are selected to be on a search committee as it is a lot of work. It is not a lot of work given how important it is that we have excellent colleagues that are excellent teachers who are engaged in scholarly activities, and who give back. In our School, we need folks who can engage with industry and help our students do that as well. That is the process and we will finetune it as we get going, but it seems to be working well now. We started with the Department Chair positions. Those are at the matrix stage right now. We just received three new applicants so that committee has to go back in and evaluate three new faculty. The Dean shared her view that once they are finished with Skype interviews, they will not keep going back and looking at the pool, but until then, they will. The good news is that we will already have established the cut-off so when we send the evaluations to the administrative assistants, if the number does not meet the cut-off, we do not have to interview that person. We do that because it does happen on occasion where a really talented person did not see the announcement and submits at the last moment and we do not want to miss that.

#### **Questions and Comments from Members of Council:**

*R. Rudko shared that she thinks it is great that numbers drive the decision on who gets interviewed but inquired about the process for notifying candidates. R. Rudko advised that the School has not always properly notified external and internal candidates. The Dean advised that they are working on that right now with Faculty Affairs and the Provost’s Office to make sure it is consistent. The Dean shared that the three finalists receive a phone call from her and that they have been since she has been here. The Dean shared*

that she believes there will be a formal letter that will go out via email to the people that are interviewed via Skype. The Dean shared that there should be a generic email that advises candidates that they did not meet the minimum qualifications. The Dean shared that the numbers are the first hurdle to be as objective as possible and subjectivity gets added in along the way. The Dean shared her general orientation is that the committee makes the decision and the reason she is not involved in the other meetings and parts of the process, is because she does not want to bias the process. The Dean shared that she does contribute as she is a committee member, but she wants the committee to have the experience and tell her what they think. The Dean advised that she does ask a lot of questions and challenges heavily, but the decision must come from the committee.

*C. Hancock inquired if it was mandatory for unconscious bias training for every person that sits on committee.* The Dean shared that they are not sure yet whether it will be before or after they sit on the committee, but everyone that serves on a search committee will go through that process.

## **6.0 Updates by the Dean (W. Costen)**

There are a lot of required actions coming from the government. A large portion of the President's Report are updates from the government. The post-secondary institution's presidents are aligned and united in how they communicate with the government. The Code of Conduct has to do with what kinds of benefits we can get. Many of the faculty are experts in their fields and get invited to presentations. Because we do not have unlimited funds and faculty do not want to pay out of pocket, the institution may say that they will cover the lodging and flight. That is a benefit and you would have to have that documented and approved. That is a change that is coming.

The government may mandate mandatory Indigenous training, and the President would like to persuade the government that the university could develop its own.

At the end of January, Dean's Council will be having a retreat. The focus will be on changes to the PSLA, specifically around the GFC and the strategic enrolment management. The issues around tuition and our grant funding means that we must be strategic about enrolment. The President was quite clear that she believes our capacity is about 13,000 students. We have brought on new programming. We have a new Bachelor of Social Work and a new Bachelor of Fine Arts that has four majors. It is a balancing act.

The good news is we are building the School of Business, so we are going to help them out with space. We must be strategic about where we want to grow and if we still need to offer certain programs. We must have some of these tough conversations. I have been quite adamant that we can grow. We can be bigger, and I think we are well situated to educate future business leaders.

There are a lot of policy changes. The Provost Group, which is comprised of Associate Deans, Deans and AVPs, get together to talk about what is going on in Academic Affairs. The discussion is around policies and procedures for the most part. The big one right now is non-academic student misconduct. We are working on that now and another one that is going to come up on our radar is a process for visiting professors. What does that look like? What does that mean? Who is eligible? What is the process for adjudication and vetting? Those are the examples of some of things we are discussing in Provost Group.

Given that we are bringing on such a large number of faculty, we want to make sure that onboarding is done right. For those that are not in Human Resources, onboarding used to be the first 90 – 120 days, and now it is considered the first two years once you are at a location. What does that look like to build community and to build engagement? The School will put together an onboarding process. Certainly, for faculty, but also for MSA and other staff. We are going to put together an ad-hoc committee with representation from each department to say what that should look like. The Dean shared that she had already spoken to Lynn Feist, because one of those components would be Blackboard. What is Blackboard? How do we use Blackboard? Something similar will be done for sessional faculty because they too do not get onboarding. We really want to put together a really good program. It will not be perfect when we kick it off, but it is something which is better than nothing and we will continue to finetune along the way. L. Benson has graciously offered to serve on that committee. We will get a complement of faculty and get that together so that by the end of winter term, we have something that we are going to start with in partnership with HR and Security to ensure faculty have the information that they need.

Teaching and Learning Services is doing a lot of work and inquiry amongst the Deans and Associate Deans to discuss what kinds of programming they should have, what they should be doing, and so faculty will begin to see that coming out of the office from L. Honey. The Dean shared that L. Honey is probably going to present to Council soon to share what they are doing. Dean McGinn, from Health and Community Studies, is the interim AVP, Research and he is also doing some outreach. There is a search underway for a new AVP, Research now and his goal is to have processes and procedures in place so that the new person comes on and does not have to do that.

The School held two visioning meetings about the new building. One was with the senior executive team which is all the VPs and the Deans. There was also one with the School of Business Leadership Team. One was five hours and one was three. The one with the senior executive team was to hear from the President on her role and the VPs to ask questions about who we are, what we are doing and where we are going. The School also did that with Department Chairs, Associate Deans and Director, Finance and Business Operations, and Career Development. The feedback that was received from the support team was that we exceeded their expectations. The Dean shared that it was an exceptional meeting that was very informative and that we have a lot of work to do.

It will mirror the process for the campus master plan, so at some point, there will be presentations at School Council and story boards around for people to look at and provide feedback. There will be focus groups. It is moving incredibly fast and the goal is to have a document ready for the government by April. It sends the message that this is serious, we know what we are doing, and we

are going to make it happen. Everyone will have plenty of opportunities for feedback and engagement to talk about what this new building is going to look like. The Dean shared that she is going to set up field trips to look at different kinds of spaces that are likely to be in the new building. This new building will be different. One of the reasons for that is that we want to educate our students and send the message to industry that as they are changing their work places, we are doing the same. That is not the way we have been doing it. It requires us to think about pedagogy, how we teach, what we teach, what kind of spaces we need, and all of that is going to be factored into the new building. It has all been incredibly positive to be moving this fast and have the full support of the executive leadership team.

#### **Questions and Comments from Members of Council:**

*F. Saccucci inquired when the anticipated “breaking ground” date was.* The Dean advised that it depends on the government, but likely 21/22. The Dean shared that the School will hold some events for perspective donors in February.

*C. Hancock advised that when this building was built, they started consultation with MacEwan in the early 90s and had lots of input in the design of the building from faculty, staff and administrators. C. Hancock inquired when that opportunity would happen for this building.* The Dean advised that she did not know yet, but that it will occur. The Dean advised that with the budget for the new building, it will be a beautiful building, but it also must meet our needs.

*F. Angulo inquired what the budget will be.* The Dean advised that she is not at liberty to share that yet. *F. Angulo further inquired how much money is being asked for.* The Dean shared that from her perspective, working with the VP of Development, it would be 20 million to name the building. Space inside the building will also be named for a dollar figure. The Dean advised she will keep everyone updated through School Council, Executive Committee and the Academic Leadership Team.

#### **7.0 Updates by the Associate Deans (S. Elbarrad, W. Wei)**

W. Wei advised that last year several projects were approved with internal funding. It goes through a review process where the Chairs review it, the team reviews it and sometimes the applicants must revise it. Five projects were approved in Fall 2018, and this year, three more projects granted. Half of the funding for grants at \$100,000 has already been used.

The Dean congratulated everyone and shared that this is what it means to invest in scholarship. W. Wei advised that he is working with the Department Chairs to identify those in the School that have not received internal funding and will try to assist them in proposing a project. The Dean asked faculty to put together a proposal and submit it to W. Wei. Faculty were advised to seek assistance from their Department Chair or W. Wei with submitting. The Dean advised that this money should not go to waste as it would not be sending the right message. Faculty were encouraged to use the money and to think about what they could use the funds for that advances their type of scholarship. This is about supporting faculty to engage in scholarship and it is incredibly important.

W. Wei shared deadlines for grant applications for university funding. The Board of Governors Research Chair deadline is on February 15<sup>th</sup>. Last year only one person from the School of Business applied so faculty were encouraged to apply. There is also a Dissemination Grant and Project Grant with the deadlines being on March 1<sup>st</sup>. W. Wei advised that USRI, we have a lot of faculty supervising student research projects and encouraged faculty to assist their students with applying for the USRI, Undergraduate Student Research Initiative fund. The application deadline is on March 25<sup>th</sup>. It is very important because for the past two years, there have been no School of Business applications.

W. Wei shared that Student Research Day will be happening on April 23<sup>rd</sup> and they will open up applications from February 1<sup>st</sup> – March 8<sup>th</sup>. Faculty were encouraged to assist any students doing projects with them, with submitting to the Student Research Day. All of the applications must be submitted online through PeopleSoft – Research.

W. Wei announced that M. Shadnam organized a Paper Development Workshop. This is the first time it is being done in the School. It is with a group of editors and colleagues from a very important and prestigious journal. This event will be held on April 26<sup>th</sup> and there will be four editors of that journal coming to MacEwan to host this Paper Development Workshop. W. Wei shared that they will also try to organize a Research Showcase with all of these editors to present each of their own research plans. W. Wei advised that an invitation would be sent out for these two events.

#### **Questions and Comments from Members of Council:**

*Ali Taleb inquired if this would be open to anyone or if it was just for MacEwan.* W. Wei advised that people from other universities were also coming and advised that if faculty wanted to attend the Paper Development Workshop, they must have a paper idea. Faculty can send their paper idea to M. Shadnam and they will review it. Any questions regarding this event can be sent to M. Shadnam.

*The Dean thanked interim Department Chair, E. Bocatto for recognizing how important this event is, because he is supporting this out of the department budget. E. Bocatto thanked the Dean for matching the funds. E. Bocatto shared that this is an amazing opportunity and hopes everyone participates.*

S. Elbarrad advised he had nothing to report at this time.

#### **8.0 Updates by Department Chairs (E. Bocatto, E. Perez, A. Pergelova, J. Son)**

E. Perez shared that the department had a good start to the semester and they are organizing Connecting with Tomorrow as well as supporting the Accounting Club Tax Clinic on March 18 – 30<sup>th</sup>.

R. Enstroem advised that he had nothing to report at this time other than that he has taken over as interim Department Chair of Decision Sciences.

E. Bocatto thanked junior faculty for their whole attitude toward the improvement of teaching, applications for funds, and their willingness to take on committee memberships. E. Bocatto advised that as much as we can support this positive attitude, we do. E. Bocatto thanked W. Wei for his efforts in supporting junior faculty.

Albena Pergelova shared that they received 100 applications for the International Business, Marketing and Strategy position, so the committee members will be busy. For the Legal position, they do not have the same number of applicants. A. Pergelova asked faculty to encourage anyone they know that would be qualified, would like to teach legal classes, and be engaged in research to apply. Applications are still open.

The department is in the process of producing their first batch of Honours graduates so they are taking their last course before embarking on doing their own thesis. A. Pergelova encouraged faculty to come see their proposals at the end of the semester and to give them feedback for improvement. A. Pergelova advised that they are hoping to increase it for next year so any support to increase awareness of the Honours program is appreciated as many students are not aware of it yet.

E. Bocatto advised they are going to have a tribunal and invite faculty to the presentation of the graduates' theses, so it is going to be super robust. The Dean asked E. Bocatto to send the dates, so she could have it sent out and in everyone's calendars.

#### **9.0 Update by Business Member of Academic Governance Council (R. Rudko)**

R. Rudko advised that at the AGC Executive Committee there were a few admissions items that came through with no change. PSLA was discussed and there will be an update there. There was some mention about international students and tuition, but that is yet to come.

#### **10.0 Updates by Representatives to Other School Councils and Faculty Councils**

(M. Malin, A&S; T. Chika-James, FFAC; L. Shamchuk, HCS)

M. Malin advised that Faculty of Arts and Science met on December 11<sup>th</sup>. There was not a lot of action items at the meeting, but mostly for discussion. They made a minor revision to Terms of Reference for the Computer Science department and they discussed potentially changing their method of voting in their own Faculty Council using score voting.

T. Salem advised that he had an observation when attending the last meeting of Nursing Council. He observed that they have a very nice tradition that he wishes to bring to the School of Business Council if accepted. They have on their agenda an item called "Moment of Wellbeing" so every attendant is invited to share an inspiring/positive event that happened a month prior to the meeting. It could be a little presentation, a photo, a performance, video clip or a family achievement. It is a way out of the academic arena. T. Salem shared that during the fall he had a moment of "wellbeing" when his son graduated.

T. Chika-James provided an update from Faculty of Fine Arts and Communication. The council was reminded that MacEwan University will be celebrating its 50<sup>th</sup> anniversary in 2021. The Dean will be meeting with leaders in the university to talk about communication plans in the next two years. There was also a presentation from Services to Students with Disabilities and faculty members were informed that the number of SSD students is increasing. They reported that they had 6,000 exams conducted in 2017/18 and encouraged faculty to make accommodations, if possible, to conduct exams for these students. It was reported that most of the students had psychiatric issues rather than physical impairment. Faculty members were advised to inform the Dean in situations where students use social media platforms to communicate dissatisfaction. Faculty members were advised not to directly address or respond to comments on social media. Comments that require follow-up should be brought through the attention of the Department Chair, who will consult with the Dean, Office of Communication and Marketing and/or Office of the General Council. The research adjudication informed the council that the faculty was able to fund 16 research projects with the \$50,000 pot of funds. They also adjudicated funds for nine students with \$10,000 pot of funds.

#### **11.0 Updates by Library Members (D. McGugan, M. King)**

D. McGugan shared that the library has received \$8 million for a library expansion and they are kicking off the planning for that. They held a visioning activity with library staff just before Christmas and next week, they are having a small visioning session with a group of about 25 that includes faculty. There will be a pop-up stand to foster dialogue. That will be what comes out of these visioning sessions, the kind of spaces that we want to incorporate into the library expansion. D. McGugan encouraged people to stop by and put a star by the things you like as there will be pictures of spaces. D. McGugan shared that she expects the expansion to start after the Student Association moves out. It is likely that the library will get some of that space, so that will be Winter 2020 when we would have a plan in place and start construction.

Those of you who are interested in open textbooks and open materials for your students, the library in collaboration with the Provost's Office is going to be funding some grant incentives for faculty members or groups of faculty members to produce or adapt materials that can be an open textbook or supplementary material in an open format. Faculty will see information coming out on that. There will be awards of up to \$5,000. They are going to have five awards co-funded with the Provost Office. Students really want this and are also contributing to the award. The hope is to help the students out by developing or adapting open textbooks for the classroom. They expect the grants will be available at the end of February. M. King shared that she knows that faculty are already adapting material for the classrooms, so this could be a chance to receive \$5,000.

The Celebration of Scholarship is Tuesday, March 26<sup>th</sup> and there is a call out right now to submit your work from anything from January 1<sup>st</sup> – December 31<sup>st</sup> of 2018. The submission deadline is January 25<sup>th</sup> and there are emails going out shortly on that. Faculty will have a link to the form to submit their scholarly work. Late Night at the Library for this term will be held on March 14<sup>th</sup>.

#### **Questions and Comments from Members of Council:**

*E. Bocatto inquired of M. King as to the material fee deadline.* M. King advised that they had been in touch with the Chairs as they would like to come to the Department meetings to collect general gaps that departments may have for classroom materials. There might be places where we might need to fill in gaps. M. King shared that they want to ask some questions to see what faculty experiences are and analysis to see what we can do as far as filling in those gaps to ensure you have everything you need for your instruction and your research.

#### **12.0 New Business**

T. Huckell advised that the Self Study Committee for the Bachelor of Commerce Program Review has met a couple of times. Campus Alberta Quality Council requires reviews to be done by faculty members every five to seven years and the Bachelor of Commerce is due to be conducted over 2019/2020. At the last meeting, M. Annett was elected as the Chair and T. Huckell was elected as Vice-Chair. M. Arnison, F. Angulo, E. Muralidharan, C. Keim and D. Pirot are also members of the committee. T. Huckell shared that they are discussing a work plan at their next meeting on January 25<sup>th</sup>. The committee will be bringing their work to Council as faculty input is not only essential, but obvious.

#### **13.0 Announcements by Members of Council**

F. Angulo shared that the university will have Global Awareness Week in the last week of January. The main theme of the Global Awareness Week is to tackle sustainable development goals. F. Angulo shared that based off the main development goals, they organized a small panel on Wednesday, January 30<sup>th</sup> from 4 – 5 p.m. to discuss making the workplace more equitable and inclusive. The panel will focus on gender and racial inequalities in business and discuss ways to fight discrimination in the workplace. The three panelists are as follows: Dr. Wanda Costen, Dr. Muralidharan Etayankara, and Dr. Michael Annett. M. Annett will be presenting on disability, E. Muralidharan will present on economic inequality in the world and W. Costen will present on gender distribution in the public sector, particularly, here in Canada. The idea behind this is to discuss the issues, but also talk about them from research perspective. Faculty and students were encouraged to attend.

F. Angulo shared that he is also part of the Student Research Day Committee. F. Angulo shared that one of his main objectives is to increase the number of students participating. F. Angulo shared that he would be contacting all faculty, particularly those that are working on projects. The due date for submissions is March 8<sup>th</sup>. The student does not need to have their work completed, but they need to have the idea and abstract together when they apply. All work should be ready to present by April 23<sup>rd</sup>.

The Dean shared that ATB Financial/ ATB Wealth contacted her to do a panel discussion on ATV+B's wealth management program, so they are going to have panelists here in the evening of Thursday, January 24<sup>th</sup>. The Dean shared we are partnering with CPA Alberta to have Brian Hesje, the former Fountain Tire Chair and CEO present on Monday, February 25<sup>th</sup>. The Dean shared that she had a luncheon with a gentleman from MNP LLC and he wants to coordinate a dinner for the School's fourth year students that are about to graduate as a different way to interview. The School received support from RBC to do something that is loosely referred to as a Changemaker Case Competition. That will be some time this term. It is going to require a lot of time and energy from people to pull this off. The Dean shared that she is working with L. Wong out of the Social Innovation Institute. The Dean shared that this will be an interdisciplinary event across MacEwan. It is intentionally not Business only. It is a case competition, but it is going to be tied to a community partner, meaning a non-profit. Our students will collaborate to solve the problem and there will be money involved.

#### **14.0 Question Period/Open Discussion**

*M. King inquired if that event would replace Map the World.* A. Taleb advised that it would not.

E. Bocatto advised that something that needs to be discussed especially now with the new building is the impact on the meaning of getting bigger. Structure creates culture and culture takes structure. The structure will greatly impact our culture somehow. We became bigger some years ago, but we became more disorganized. We were asked to become bigger and we just enrolled more students. We can get bigger with a lower GPA, but how can we make it bigger and better?

The Dean shared that this is one of the roles of BPCC. What should we look like? What should our courses entail? What should our admission criteria be?

The Dean shared that it is not just how we do something, but if we can do it. The Dean shared that getting big is fine, but we must have a grant that allows us to hire the right number of faculty to teach more people. We will not have a classroom bigger than 50, other than the CN Theatre and a place for keynote lectures. Therefore, if we are going to be bigger, we would have to strategize about how we would do that and how to do that well. The Dean shared that they will be running some numbers with assistance from Business Intelligence to understand over time what kinds of students seem to struggle and if they could have been identified sooner. The Dean shared her belief that when you are a teaching institution and you are an access institution, it is our responsibility to take students from where they are and get them to where they need to be. It is why the bulk of our workload is teaching and student-engaged activities. We must also acknowledge that sometimes that means you may have students who are not where we need them to be, through no fault of their own, and we have to as faculty invest the time and energy through office hours and tutoring.

The Self Study team will look at what we are doing and who are target should be. The Dean shared that there is a core level which we should be aspiring to and she believes that diplomas should ladder into the BCom. The Dean asked how diploma students would know if they are capable if they are in a separate course with separate expectations and standards? That is not how a university operates. They must have the same standards and content. There cannot be that differential anymore.

These are strategic conversations, and this is what it means when we talk strategic enrolment management. What does that mean? Even within the School of Business, which programs are going to receive support? What programs are growing? That is not to say we are going to get rid of some, but we may have some programs that we should not be doing anymore. We have to be strategic and ask ourselves these questions, so these are discussions we need to have. The Dean shared that these conversations should take place within departments first and then take place at Council, so it is a broad and open.

These conversations happen at BPCC and some of this will come from Self Study to say what the core should be and how things are aligned. We have to have these conversations and faculty have to step up and be engaged with industry. The Dean shared that every time she meets with industry partners, she asks them what competencies and skills they are looking for. The Dean shared we have to incorporate those. The Dean shared that a lot are looking for emotional intelligence. Many people are always on a device, so they cannot communicate face to face and read people anymore. The Dean shared we need to help our students with that. What is professional attire? This is the School of Business and some of our students do not know what professional attire is. We cannot have our students going out there not knowing, so we must educate them on that. It starts with us, so we have to start those conversations in departments, maybe first within programs, and then Council. It must be solidified because it feeds into the discussion about the new building. These are the exact things we talked about for the building.

**15.0 Future Agenda Items/Next Meeting, February 13, Room 7-284**

The Deans shared that we can begin the conversation on what this looks like and may also have an update from the Self Study Committee.

**16.0 Adjournment  
SOBC-03-2019-01-16**

Adjournment at 6 p.m. was moved by D. Lowe.

**Carried**